

In the Claims

The status of claims in the case is as follows:

1 1. [Currently amended] A method for defining the measures
2 of performance of a customer information technology
3 organization, comprising the steps of:

4 identifying customer performance goals including
5 behaviors exhibited in meeting said goals;

6 building in a computer a measurement model in response
7 to ~~the~~ said customer performance goals, said model
8 including a plurality of ~~primitive~~ metrics;

9 performing in said computer gap analysis of ~~the~~ said
10 model to determine which of ~~the~~ said ~~primitive~~ metrics
11 are already collected by said organization and ~~the~~
12 process capabilities for data collection;

13 identifying new data collection sources for those
14 ~~primitive~~ metrics which are not already collected by
15 said organization;

16 implementing tools and processes for gathering said
17 ~~primitive~~ metrics; and

18 generating in said computer measurement reports from
19 said ~~primitive~~ metrics;

20 said building step including building a first draft
21 measurement model and a second draft measurement model;

22 building said first draft measurement model by
23 selectively executing a first prioritization process
24 and a second prioritization process;

25 said first prioritization process determining for each
26 said metric a relationship with each said behavior
27 satisfied by said metric;

28 said second prioritization process determining for each
29 said metric a relationship with each other metric; and

30 building said second draft measurement model by
31 selecting metrics prioritized selectively by behaviors
32 satisfied and related metrics.

1 2. [Original] The method of claim 1, said building step
2 further comprising the step of:

3 selecting as said metrics those which satisfy
4 prioritized behaviors.

1 3. [Original] The method of claim 2, said building step
2 further comprising the step of:

3 selecting as said metrics those which also satisfy
4 related measures.

1 4. [Currently amended] A method for creating and using a
2 measurement model work product, comprising the steps of:

3 providing a target future business capabilities work
4 product for defining in a computer database customer
5 goals necessary to achieve through measurements; and

6 translating said customer goals into a measurement
7 model work product defining account specific behaviors
8 and measures that empirically demonstrate said
9 behaviors;

10 building said measurement model work product by
11 building a first draft measurement model and a second
12 draft measurement model;

13 building said first draft measurement model by
14 selectively executing a first prioritization process
15 and a second prioritization process;

16 said first prioritization process determining for each
17 said measure a relationship with each said behavior
18 satisfied by said measure;

19 said second prioritization process determining for each
20 said measure a relationship with each other measure;
21 and

22 building said second draft measurement model by
23 selecting measures prioritized selectively by behaviors
24 satisfied and related measures.

1 5. [Original] The method of claim 4, further comprising
2 the step of:

3 defining a gap analysis work product specifying

4 differences between said measurement model work product
5 and current customer measurements to identify possible
6 deficiencies in organization measurement processes.

1 6. [Currently amended] A system for creating and using a
2 measurement model work product, comprising:

3 a target future business capabilities work product for
4 defining in a computer database customer goals
5 necessary to achieve through measurements; and

6 a measurement model work product for translating said
7 customer goals into account specific behaviors and
8 measures that empirically demonstrate said behaviors;

9 a computer for deriving said measurement model work
10 product from a first draft measurement model and a
11 second draft measurement model;

12 a first prioritization process and a second
13 prioritization process for deriving said first draft
14 measurement model;

15 said first prioritization process determining for each

16 said measure a relationship with each said behavior
17 satisfied by said measure;

18 said second prioritization process determining for each
19 said measure a relationship with each other measure;
20 and

21 said computer building said second draft measurement
22 model by selecting measures prioritized selectively by
23 behaviors satisfied and related measures.

1 B17. [Original] The system of claim 6, further comprising:

2 a gap analysis work product for specifying differences
3 between said measurement model work product and current
4 customer measurements to identify possible deficiencies
5 in organization measurement processes.

1 8. [Currently amended] A method for defining the measures
2 of performance of a customer information technology
3 organization, comprising the steps of:

4 collecting into a competency-defined measurement

5 categories and measurements file in a computer database
6 definitions of selected categories of behavioral
7 measurements;

8 selecting from said file contract measurements;

9 said contract measurements being selected by building a
10 first draft measurement model and a second draft
11 measurement model;

12 building said first draft measurement model by
13 selectively executing a first prioritization process
14 and a second prioritization process;

15 said first prioritization process determining for each
16 said contract measurement a relationship with each said
17 behavioral measurement satisfied by said measure;

18 said second prioritization process determining for each
19 said behavioral measurement a relationship with each
20 other behavioral measurement;

21 building said second draft measurement model by
22 selecting behavioral measurements prioritized

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selectively by behaviors satisfied and related
behavioral measurements;

implementing said contract measurements; and

using and maintaining said measurements.

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9. [Original] The method of claim 8, said categories

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including human resources, quality, customer, cost and

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schedule, process, and productivity and output categories of

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behavioral measurements.

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10. [Currently amended] System for formulating measurement

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requirements that are to be implemented in an engagement,

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comprising:

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a current customer measurements work product for

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detailing in a computer database current measurements

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being collected and reported by a customer;

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a measurement model work product for translating

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customer goals into account specific behaviors and

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measures that empirically demonstrate said behaviors;

10 a computer for deriving said measurement model work
11 product from a first/draft measurement model and a
12 second draft measurement model;

13 a first prioritization process and a second
14 prioritization process for deriving said first draft
15 measurement model;

16 said first prioritization process determining for each
17 said measure a relationship with each said behavior
18 satisfied by said measure;

19 said second prioritization process determining for each
20 said measure a relationship with each other measure;

21 said computer building said second draft measurement
22 model by selecting measures prioritized selectively by
23 behaviors satisfied and related measures; and

24 a measurement gap analysis work product for defining in
25 said computer database differences between said current
26 measurements and said account specific behaviors and
27 measures.

1 11. [Original] The system of claim 10, further comprising:

2 an interface agreement work product for documenting
3 expectations for data collection;

4 a configuration script work product for configuring
5 tools required to implement said requirements;

6 a contract measurement business policy work product for
7 defining expectations of behavior required to support
8 said requirements; and

9 *Could* a scorecard work product for visualizing said
10 requirements.

1 12. [Currently amended] A measurement and performance
2 management method, comprising the steps of:

3 during a proposal contextual phase, developing in a
4 computer database a measurement solution to be
5 delivered to a customer;

6 said developing step including building a first draft
7 measurement model and a second draft measurement model;

8 building said first draft measurement model by
9 selectively executing a first prioritization process
10 and a second prioritization process;

11 said first prioritization process determining for each
12 said metric a relationship with each said behavior
13 satisfied by said metric;

14 said second prioritization process determining for each
15 said metric a relationship with each other metric;

16 building said second draft measurement model by
17 selecting metrics prioritized selectively by behaviors
18 satisfied and related metrics;

19 during a due diligence phase, validating assumptions
20 and behavioral expectations in said measurement
21 solution; and

22 during a transformation phase, transferring to said
23 customer resources and assets for implementing said
24 measurement solution as validated.

1 13. [Original] The method of claim 12, said developing

2 step comprising the further step of:

3 building said measurement solution responsive to inputs
4 from a measurement catalog work product and a target
5 future business capabilities work product.

1 14. [Original] The method of claim 13, said validating
2 step comprising the further step of:

3 executing a measurement gap analysis work product
4 responsive to inputs from a current customer
5 measurements work product, a future process design
6 points work product, a to-be organization design work
7 product and a to-be process design work product.

1 15. [Original] The method of claim 14, said transferring
2 step comprising the further step of:

3 pursuant to an interface agreement work product,
4 providing an external interface requirements work
5 product, a configuration script work product, a
6 contract measurement business policy work product, a
7 scorecard work product, an end-user training materials
8 work product, and a deployment plan work product.

1 16. [Currently amended] System for formulating measurement
2 requirements that are to be implemented in an engagement,
3 comprising:

4 means operable during a proposal contextual phase for
5 developing in a computer database a measurement
6 solution to be delivered to a customer;

7 means operable during a due diligence phase for
8 validating in said computer database assumptions and
9 behavioral expectations in said measurement solution;
10 and

11 means operable during a transformation phase for
12 transferring to said customer resources and assets for
13 implementing said measurement solution as validated;

14 computer means for deriving said measurement solution
15 from a first draft measurement model and a second draft
16 measurement model;

17 a first prioritization process and a second
18 prioritization process for deriving said first draft

19 measurement model

20 said first prioritization process determining for each
21 of a plurality of metrics a relationship with each said
22 behavior satisfied by said metric;

23 said second prioritization process determining for each
24 said metric a relationship with each other metric; and

25 said computer building said second draft measurement
26 model by selecting metrics for said measurement
27 solution prioritized selectively by behaviors satisfied
28 and related metrics.

17. [Currently amended] Method for executing a gap
analysis responsive to a measurement model and current
customer measurements, comprising the steps of:

building said measurement model from a first draft
measurement model and a second draft measurement model;

building said first draft measurement model by
selectively executing a first prioritization process
and a second prioritization process;

9 said first prioritization process determining for each
10 of a plurality of measures a relationship with each of
11 a plurality of behaviors satisfied by said measure;

12 said second prioritization process determining for each
13 said measure a relationship with each other measure;

14 building said second draft measurement model by
15 selecting measures prioritized selectively by behaviors
16 satisfied and related measures;

17 mapping in a computer database said current measurement
18 model to said current customer measurements and
19 identifying measurement gaps;

20 identifying in said computer database measurements not
21 covered by said measurement model;

22 identifying nonproductive measurements;

23 identifying the impact to an organizational structure
24 and processes of said customer of said measurement
25 gaps; and

26 identifying any other requirements for measurement
27 program success.

1 18. [Currently amended] A canonical method for defining a
2 measurements model work product, comprising the steps of:

3 articulating envisioned business goals and behaviors;

4 enumerating and defining behaviors and goals satisfied
5 by said behaviors in a database of existing contract
6 measurements;

7 selecting potential measurements for said business
8 goals and behaviors from said database;

9 prioritizing and balancing said potential measurements
10 to determine said measurement model work product;

11 said prioritizing and balancing including building a
12 first draft measurement model and a second draft
13 measurement model;

14 building said first draft measurement model by
15 selectively executing a first prioritization process

16 and a second prioritization process;
17 said first prioritization process determining for each
18 said metric a relationship with each said behavior
19 satisfied by said metric;
20 said second prioritization process determining for each
21 said metric a relationship with each other metric; and
22 building said second draft measurement model by
23 selecting metrics prioritized selectively by behaviors
24 satisfied and related metrics.

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19. [Currently amended] System for defining a measurements
2 model work product, comprising:

3 a first database for articulating envisioned business
4 goals and behaviors;

5 a second database for enumerating and defining
6 behaviors and goals satisfied by said behaviors
7 selected from existing contract measurements;

8 means for selecting potential measurements for said

9 business goals and behaviors from said second database;

10 prioritizing and balancing means for determining from
11 said potential measurements those metrics to be
12 included in said measurement model work product, said
13 prioritizing and balancing means including means for
14 deriving a first draft measurement model and a second
15 draft measurement model;

16 a first prioritization means and a second
17 prioritization means for deriving said first draft
18 measurement model;

19 said first prioritization means determining for each
20 said metric a relationship with each said behavior
21 satisfied by said metric;

22 said second prioritization means determining for each
23 said metric a relationship with each other metric; and

24 said computer building said second draft measurement
25 model by selecting metrics prioritized selectively by
26 behaviors satisfied and related metrics.

1 20. [Currently amended] A method for defining a
2 measurements model work product, comprising the steps of:

3 defining the goals of a customer information technology
4 organization;

5 defining behaviors associated with said goals;

6 mapping in a computer database said behaviors against a
7 measurement catalog to identify first measures related
8 to said behaviors;

9 building a first draft measurement model from said
10 first measures;

11 prioritizing said first measures with respect to number
12 of behaviors satisfied;

13 prioritizing said first measures with respect to number
14 of related measures;

15 responsive to said prioritizing steps, building in said
16 computer database a second draft measurement model.

1 21. [Original] The method of 20, further comprising the
2 step of performing gap analysis on said measurement model.

1 22. [Currently amended] A program storage device readable
2 by a machine, tangibly embodying a program of instructions
3 executable by a machine to perform method steps for defining
4 the measures of performance of a customer information
5 technology organization, said method steps comprising:

6 identifying customer performance goals;

7 building a model in response to the customer goals
8 including a plurality of primitive metrics;

9 performing gap analysis of the model to determine which
10 of the primitive metrics are already collected by said
11 organization and the process capabilities for data
12 collection;

13 identifying new data collection sources for those
14 primitive metrics which are not already collected by
15 said organization;

16 implementing tools and processes for gathering said

17 primitive metrics; and

18 generating measurement reports from said primitive

19 metrics;

20 said building step including building a first draft

21 measurement model and a second draft measurement model;

22 building said first draft measurement model by

23 selectively executing a first prioritization process

24 and a second prioritization process;

25 said first prioritization process determining for each

26 said metric a relationship with each said behavior

27 satisfied by said metric;

28 said second prioritization process determining for each

29 said metric a relationship with each other metric; and

30 building said second draft measurement model by

31 selecting metrics prioritized selectively by behaviors

32 satisfied and related metrics.

1 23. [Currently amended] A program storage device readable

2 by a machine, tangibly embodying a program of instructions
3 executable by a machine to perform method steps for creating
4 and using a measurement model work product, said method
5 steps comprising:

6 providing a target future business capabilities work
7 product for defining customer goals necessary to
8 achieve through measurements; and

9 translating said customer goals into a measurement
10 model work product defining account specific behaviors
11 and measures that empirically demonstrate said
12 behaviors;

13 building said measurement model work product by
14 building a first draft measurement model and a second
15 draft measurement model;

16 building said first draft measurement model by
17 selectively executing a first prioritization process
18 and a second prioritization process;

19 said first prioritization process determining for each
20 said measure a relationship with each said behavior

21 satisfied by said measure;
22 said second prioritization process determining for each
23 said measure a relationship with each other measure;
24 and
25 building said second draft measurement model by
26 selecting measures prioritized selectively by behaviors
satisfied and related measures.

24. [Currently amended] A program storage device readable
by a machine, tangibly embodying a program of instructions
executable by a machine to perform method steps for defining
the measures of performance of a customer information
technology organization, said method steps comprising:

collecting into a competency-defined measurement
categories and measurements file definitions of
selected categories of behavioral measurements;

selecting from said file contract measurements;

said contract measurements being selected by building a
first draft measurement model and a second draft

12 measurement model;

13 building said first draft measurement model by

14 selectively executing a first prioritization process

15 and a second prioritization process;

16 said first prioritization process determining for each

17 said contract measurement a relationship with each said

18 behavioral measurement satisfied by said measure;

19 said second prioritization process determining for each

20 said behavioral measurement a relationship with each

21 other behavioral measurement;

22 building said second draft measurement model by

23 selecting behavioral measurements prioritized

24 selectively by behaviors satisfied and related

25 behavioral measurements;

26 implementing said contract measurements; and

27 using and maintaining said measurements.

1 25. [Currently amended] A program storage device readable

2 by a machine, tangibly embodying a program of instructions
3 executable by a machine to perform method steps for
4 providing a measurement and performance management method,
5 said method steps comprising:

6 during a proposal contextual phase, developing a
7 measurement solution to be delivered to a customer;

8 said developing step including building a first draft
9 measurement model and a second draft measurement model;

10 building said first draft measurement model by
11 selectively executing a first prioritization process
12 and a second prioritization process;

13 said first prioritization process determining for each
14 said metric a relationship with each said behavior
15 satisfied by said metric;

16 said second prioritization process determining for each
17 said metric a relationship with each other metric;

18 building said second draft measurement model by
19 selecting metrics prioritized selectively by behaviors

20 satisfied and related metrics;

21 during a due diligence phase, validating assumptions
22 and behavioral expectations in said measurement
23 solution; and

24 during a transformation phase, transferring to said
25 customer resources and assets for implementing said
26 measurement solution as validated.

26. [Currently amended] A program storage device readable
by a machine, tangibly embodying a program of instructions
executable by a machine to perform method steps for
executing a gap analysis responsive to a measurement model
and current customer measurements, said method steps
comprising:

7 building said measurement model from a first draft
8 measurement model and a second draft measurement model;

9 building said first draft measurement model by
10 selectively executing a first prioritization process
11 and a second prioritization process;

12 said first prioritization process determining for each
13 of a plurality of measurements a relationship with each
14 of a plurality of behaviors satisfied by said
15 measurements;

16 said second prioritization process determining for each
17 said measurement a relationship with each other
18 measurement;

19 building said second draft measurement model by
20 selecting measurements prioritized selectively by
21 behaviors satisfied and related measures;

22 mapping said current measurement model to said current
23 customer measurements and identifying measurement gaps;

24 identifying measurements not covered by said
25 measurement model;

26 identifying nonproductive measurements;

27 identifying the impact to an organizational structure
28 and processes of said customer of said measurement
29 gaps; and

30 identifying any other requirements for measurement
31 program success.

1 27. [Currently amended] A program storage device readable
2 by a machine, tangibly embodying a program of instructions
3 executable by a machine to perform method steps for defining
4 a measurements model work product, said method steps
5 comprising:

6 articulating envisioned business goals and behaviors;

7 enumerating and defining behaviors and goals satisfied
8 by said behaviors in a database of existing contract
9 measurements;

10 selecting potential measurements for said business
11 goals and behaviors from said database;

12 prioritizing and balancing said potential measurements
13 to determine said measurement model work product;

14 said prioritizing and balancing including building a
15 first draft measurement model and a second draft
16 measurement model;

17 building said first draft measurement model by
18 selectively executing a first prioritization process
19 and a second prioritization process;

20 said first prioritization process determining for each
21 said metric a relationship with each said behavior
22 satisfied by said metric;

23 said second prioritization process determining for each
24 said metric a relationship with each other metric; and

25 building said second draft measurement model by
26 selecting metrics prioritized selectively by behaviors
27 satisfied and related metrics.

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28. [Original] A program storage device readable by a
machine, tangibly embodying a program of instructions
executable by a machine to perform method steps for defining
a measurements model work product, said method steps
comprising:

defining the goals of a customer information technology
organization;

8 defining behaviors associated with said goals;

9 mapping said behaviors against a measurement catalog to

10 identify first measures related to said behaviors;

11 building a first draft measurement model from said

12 first measures;

13 prioritizing said first measures with respect to number

14 of behaviors satisfied;

15 prioritizing said first measures with respect to number

16 of related measures;

17 responsive to said prioritizing steps, building a

18 second draft measurement model.